PD-ABL-599

A.I.D. EVALUATION SUMMARY - PART 1 (ISN) 95994

IDENTIFICATION DATA

A. Reporting A.I.D. Unit Office of Program Mission or AID/W Office USAID/Sri Lanka (ES#)	B. Was evaluation scheduled in Current FY Annual Evaluation Plan? Yes X Slipped ☐ Ad Hoc ☐ Evaluation Plan Submission Date: FY95 Q 2	C. Evaluation Timing Interim X Final ☐ Ex Post Other ☐

D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project/Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
383-0109	Shared Control of Resources under Natural Resources and Environmental Policy Project	03/93	09/98	7,000	2,260

ACTIONS

E. Action Decisions Approved by Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required Recommendations		
1. The SCOR sub-project should be extended.	Mohan Siribaddana	05/95
2. USAID should ensure that key SCOR staff vacancies are filled to maintain the team at full strength for at least two more years.	Mohan Siribaddana	05/95
3. IIMI should be instructed that SCOR's early successes in two pilot watersheds need to be consolidated; conservation and productivity enhancement techniques, income generation, planning models, and policy reform innovations must be carefully documented.	Mohan Siribaddana	05/95
4. IIMI should be instructed that conservation technologies introduced by the project should be subjected to rigorous benefit-cost analysis.	Mohan Siribaddana	05/95
5. SCOR and USAID should seek ways for SCOR resource user groups to benefit from USAID-funded projects in agricultural marketing and business development such as Ag-Ent or MED.	Mohan Siribaddana	08/95
6. IIMI should ensure that SCOR research focus on documentation of the new resource management models and the relationships between land tenure, adoption of conservation practices, and productivity.	Mohan Siribaddana	08/95
7. IIMI should be instructed that SCOR should increase its emphasis on training for District and Provincial government officers to transfer SCOR planning methods and conservation technology.	Mohan Siribaddana	04/95
8. SCOR should sponsor a National Workshop on Conservation, Productivity, and Land Tenure Reform.	Mohan Siribaddana	10/95
9. The extension for the Cooperative Agreement should provide that late in Phase II, SCOR will assist local government agencies and NGOs to replicate a minimum-cost package of land use planning, conservation practices, and land tenure.	Mohan Siribaddana	09/95

APPROVALS

F. Date of Mission or AID/W Office Review of Evaluation	(Month)	(Day)	(Year)
	02	17	1995

G. Approvals of Evaluation Summary And Action Decisions:

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed) Signature	Gary E. Alex, Mohan Siribaddana	Mr. Jaliya Medegama, Secretary, Ministry of Irrigation & Power and Highways	Kim Kertson	Louis H. Kuhn Acting Director
Date			4/27/95	4/21/95
	4/26/95			

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

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The Mid-term Evaluation of the Shared Control of Resources (SCOR) sub-project of the NAREP Project was conducted between January 28 and March 3 by a team of four outside specialists provided by DAI and included a thorough review of project documents and interviews with relevant individuals. The purposes of the evaluation were to assess project progress, to determine sustainability and replicability of project interventions, to assess the capacity of the Sri Lanka Field Office of the International Irrigation Management Institute (IIMI) to implement the project successfully, to recommend action regarding extending the project into Phase II, and to recommend improvements to help the project meet its targets.

Major Findings and Conclusions

The Sri Lanka Field Office of IIMI has fielded an excellent, high-motivated staff to implement SCOR. SCOR's planning and implementation process is facilitated by a remarkable set of Project-generated teams and steering committees, made up of representatives from the key Sri Lankan government agencies, who address policy questions and guide local government contributions to the project's goals. Rapid field implementation of new conservation technologies, driven by the village land use plans, has created considerable enthusiasm in the Sri Lanka government for SCOR's approach, and directed attention to the dynamic connection among local organizations, tenure rights and natural resources protection and conservation.

The SCOR sub-project has demonstrated its ability to have significant impact on natural resource conservation practice and policy, rural income generation, and the democratization of resource use planning in Sri Lanka. SCOR's work is rapidly gaining recognition as an effective approach to problems of natural resource degradation and declining agricultural productivity on Government-controlled lands. The Asia Development Bank, among others, is already analyzing SCOR's work as a model for government agencies to expand to other watersheds.

Principal Recommendations

* The SCOR sub-project should be extended for a four-year Phase II, through a renewal of the Coöperative Agreement with the International Irrigation management Institute.

* SCOR's early successes in two pilot watersheds need to be consolidated to provide replicable models for local government and the NGO community implementation in late in Phase II.

* Project Interventions should be subjected to rigorous benefit-cost analysis.

* SCOR should focus on relationships among land tenure, conservation practices, and productivity.

COSTS

I. Evaluation Costs

1. Evaluation Team	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S.$)	Source of Funds
Name: 1. Mr. Bruce Harker	- DAI	- AEP-0085-I-00-3002-00 Delivery Order No.28	$41,066	NAREPP Project
2. Mr. W. McDowell	- DAI			
3. Mr. Godfrey De Silva	- DAI			
4. Mr. Percy Silva	- DAI			

2. Mission/Office Professional Staff Person-Days (Estimate) 10	3. Borrower/Grantee Professional Staff Person-Days (Estimate) 20

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)
Address the following items:

- Purpose of evaluation and methodology used
- Purpose of activity(ies) evaluated
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office:	Date This Summary Prepared:	Title And Date of Full Evaluation Report:
Agriculture & Natural Resources	02/25/1995	Mid-Term Evaluation of the Shared Control of Natural Resources Sub-project of NAREPP, Sri Lanka

Evaluation Purpose and Methodology

This Mid-term Evaluation of the Shared Control of Resources (SCOR) sub-project of the Natural Resources and Environmental Policy Project (NAREPP) was conducted by a team of four specialists provided by Development Alternatives, Inc. The SCOR Sub-project was planned to be implemented in two phases with the first Phase to last two years. A second phase of four years was planned to follow and to take guidance from a scheduled mid-term review to occur in the second year of implementation. The specific objectives of this evaluation include:

- Assess the performance of SCOR activities or interventions implemented in the Huruluwewa and Nilwala watersheds;
- Determine to what extent project interventions are sustainable, appropriate and potentially effective in meeting the objectives of the project and the USAID/Sri Lanka's strategic objectives;
- Assess the capacity of the International Irrigation Management Institute (IIMI) and the SCOR-IIMI team in implementing SCOR to achieve full benefits, end of project outputs and impacts, and to spread the impact of the project;
- Recommend action by the Government of Sri Lanka (GSL) and USAID/Sri Lanka relevant to extending the SCOR into Phase II; and
- Recommend possible improvements to help assure SCOR goals and targets are met, if SCOR is extended.

The SCOR Mid-term Evaluation was conducted in Sri Lanka between January 28 and March 3, 1995. The Evaluation Team conducted interviews in Colombo, Anuradhapura and Galle with principals from the GSL and USAID/Sri Lanka, representatives of the Cooperative Agreement Recipients (IIMI) and members of their project implementation team for Phase I of SCOR, and members of the NAREPP technical assistance team based in Colombo. In the two pilot watershed areas, the Evaluation Team met with farmers and user group representatives, providing its own translation services where needed and often meeting with project beneficiaries without members of the SCOR-IIMI implementation team. Meetings were held with the Huruluwewa Watershed Resources Management Team in Palugaswewa, the Provincial Steering Committee in Anuradhapura, and the North Central Province Chief Secretary. Meetings were also held with the Chief Secretary for Southern Province and with the Provincial Steering Committee in Galle.

Project Goal and Purpose

The Shared Control of Resources (SCOR) sub-project of NAREPP is an innovative approach to improving productivity in rural Sri Lanka by linking conservation to new tenure rights on agricultural and forest lands.

SCOR's Goal is to increase the sustainable productivity of the natural resource base in Sri Lanka in ways that will improve people's livelihoods now and in the future with due regard for the environment. SCOR's Purpose is to increase shared control of land and water resources in watersheds through state-user partnerships that contribute to intensified and sustainable agricultural production while conserving the physical, biological and soil environments.

Findings

The SCOR project starts with farmers and local government agencies and helps farmers form new organizations for land use planning, then gives these new groups technical and financial assistance to implement improved farming, agro-forestry and water management activities. Villagers plan their future land use at a micro-watershed level, then work with SCOR staff to gain access to new leases of government land for farming or agro-forestry, inputs like improved crop seed or multiple-use tree seedlings, and technical assistance on conservation and production from extension agencies, NGOs, and SCOR itself.

The Sri Lanka Field Office of IIMI has fielded an excellent, highly-motivated staff to implement SCOR. SCOR's planning and implementation process is facilitated by a remarkable set of Project-generated teams and a steering committee, made up of representatives from the key Sri Lankan government agencies, who address policy questions and guide local government contributions to the project's goals. Rapid field implementation of new conservation technologies, driven by the village land use plans, has created considerable enthusiasm in the Sri Lanka government for SCOR's approach, and directed attention to the dynamic connection among local organizations, tenure rights and natural resources protection and conservation.

Early results of SCOR's efforts in the two pilot watersheds of Huruluwewa and Nilwala are quite impressive: In the 15 months SCOR field teams have been operative, Project accomplishments meet or exceed the targets set by USAID and IIMI for Phase I of SCOR in the original cooperative agreement. SCOR has helped form 165 "Resource User Groups" made up of over 2600 farmers who are undertaking 33 different types of conservation-related production activities, such as conservation farming, timber and multi-use tree planting on leased government lands, improved homestead gardens, and improved management of steep tea lands.

Watersheds Resource Management Teams, made up of local government and farmer group representatives, meet regularly to plan improved use of irrigation water and upland land resource on a watershed level. Provincial and National Steering Committees are adopting SCOR resources use planning concepts and have already implemented some policy changes increasing farmers' tenure rights, including lengthening land lease periods, regularizing encroachment land with user permits, and creating "tree-tenure" contracts for rights to tree products from forestry buffer zones.

Conclusions

- The SCOR-IIMI Team has made a remarkable beginning in both watersheds in organizing Resource User Groups and establishing excellent examples of appropriate, simple conservation practices on farms and forest land.
- The SCOR project has demonstrated its ability to have significant impact on natural resource conservation practice and policy, rural income generation, and the democratization of resource use planning in Sri Lanka.
- SCOR's work is rapidly gaining recognition as an effective approach to problems of natural resource degradation and declining agricultural productivity on Government-controlled lands. The Asia Development Bank, among others, is already analyzing SCOR's work.
- While the Project has been remarkably effective in spreading its ideas in the field, the Evaluation Team believes that SCOR's policy contribution in Phase II can be strengthened:
  - A tendency to assess SCOR's worth by the number of hectares covered, while understandable, may distract attention from SCOR's tasks as an action research and policy reform project. In order to expand its geographic coverage with local government resources, SCOR must produce high quality action research, replicable models, and acceptance of creative approaches to increasing security of land tenure.
  - Controversy surrounding alienation of public lands in Sri Lanka may unduly slow SCOR's otherwise considerable progress in finding creative ways to increase farmers' land tenure rights. Planning a National Workshop on Conservation, Productivity, and Land Tenure Reform sponsored by SCOR later in the Project would help heighten attention throughout the remainder of SCOR to the interdependence of these objectives.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary: always attach copy of full evaluation report, even if one was submitted earlier; attach studies, etc., from "on-going" evaluation, if relevant to the evaluation report.)

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

USAID/Sri Lanka found the evaluation recommendations to be timely and useful. The recommendations of the evaluation are valid, realistic and capable of being implemented.

The level of effort stipulated in the IQC delivery order (89 working days total for 4 member team) was very tight for an evaluation of a project of this complexity. The team was forced to cut short time in the field in order to allow sufficient time for report writing. As a result time spent in the field was marginally adequate for data gathering and interviews in-country. USAID will use evaluation findings and recommendations to focus the project better and to consolidate the initial successes in both pilot watersheds. USAID and IMMI will work through SCOR towards policy formulation and change regarding Natural Resources Management.